



DEPARTMENT OF THE ARMY
2ND Battalion, 28TH Infantry
172ND Separate Infantry Brigade
APO AE 09033



AETV-BGS-G-CDR

2 APR 08

MEMORANDUM FOR The Leaders and Soldiers of the 2ND Battalion, 28TH Infantry Regiment (BLACK LIONS)

SUBJECT: Command Philosophy

CDR'S 6 IMPERATIVES +1

-FORCE PROTECTION

- BUDDY TEAM IN EFFECT 24/7- WATCH HIM
- PCC/PCI AND TLPS (DAGGER BIG NINE) - TREAT EVERYONE W/DIGNITY AND RESPECT

-STAY VIGILANT/ STAY ALERT

-CONTINUE TO IMPROVE YOUR POSITION

- + 1 ALWAYS DO THE RIGHT THING

1. We exist to do one thing: close with and destroy the enemy. Everything we do in leading, training, and maintaining our equipment must be focused on preparing leaders and soldiers to perform this mission. Our requirement is to never place a leader or soldier on the battlefield that isn't prepared to the best of our ability. Everything we do must be rehearsed and PCC'D PCI CONDUCTED. This will ensure FORCE PROTECTION of the Unit.

2. Disciplined leaders recognize it is their sacred duty to prepare their soldiers for combat, and are willing to sacrifice to do it. Combat requires a bond of respect and trust between soldiers and leaders that can't be replicated in any other environment. We must nurture this BUDDY TEAM AND RESPECT between ourselves, because on the battlefield we only have each other. Respect is something that has to be earned; it is not issued with a set of bars, stripes or green tabs. It is something leaders gain by

setting the example. taking care of their soldiers and preparing them for combat. In turn, soldiers gain the respect of their leaders and peers by demonstrating that they share the common set of Army values that cause them TO DO THE RIGHT THING and continue to do the right thing even when it is hard or when no one is looking. To protect this sacred bond of trust and respect between leaders and soldiers, we will enforce BLACK LION standards of discipline in leadership, training, maintenance, and off duty behavior.

3. Physical toughness and mental agility on the battlefield are critical capabilities in our soldiers. Training that induces stress and develops leader initiative and resourcefulness is the only way to develop these capabilities most needed by our soldiers in combat. Our physical training program must develop physical and mental toughness in our soldiers. Train for combat, not just the PT test. Marksmanship and gunnery programs must be comprehensive. They must be focused on developing our soldiers' ability to employ their weapons with accuracy in the worst of conditions. To consider ourselves trained on these drills we must perform them under live fire conditions. We will train our combat lifesavers and medics to the same high standard as our crews and squads.

4. Senseless accidents on and off duty contribute nothing to the combat capabilities of our unit-STAY VIGILANT AND ALERT AT ALL TIMES. While we cannot perform our duties nor live in a risk-free environment, we can train to recognize hazards and changing conditions, mitigate those hazards, and then accept risk when it is appropriate. We must apply risk management procedures in training and in our personal lives on a daily basis.

5. As recent history has proven, there is no greater force on the battlefield than the United States Army. Our success on the battlefield has not been an accident: It has been built by the blood, sweat, tears and sacrifice of soldiers and leaders THAT HAVE CONTINUED TO IMPROVE THEIR POSITION one day at a time for over two hundred years. We will continue to honor those who have gone before us by remaining a dominant presence on any battlefield regardless of the mission we are given.

JOHN W. REYNOLDS III
LTC, IN
Commanding